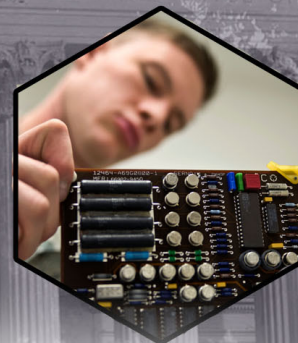
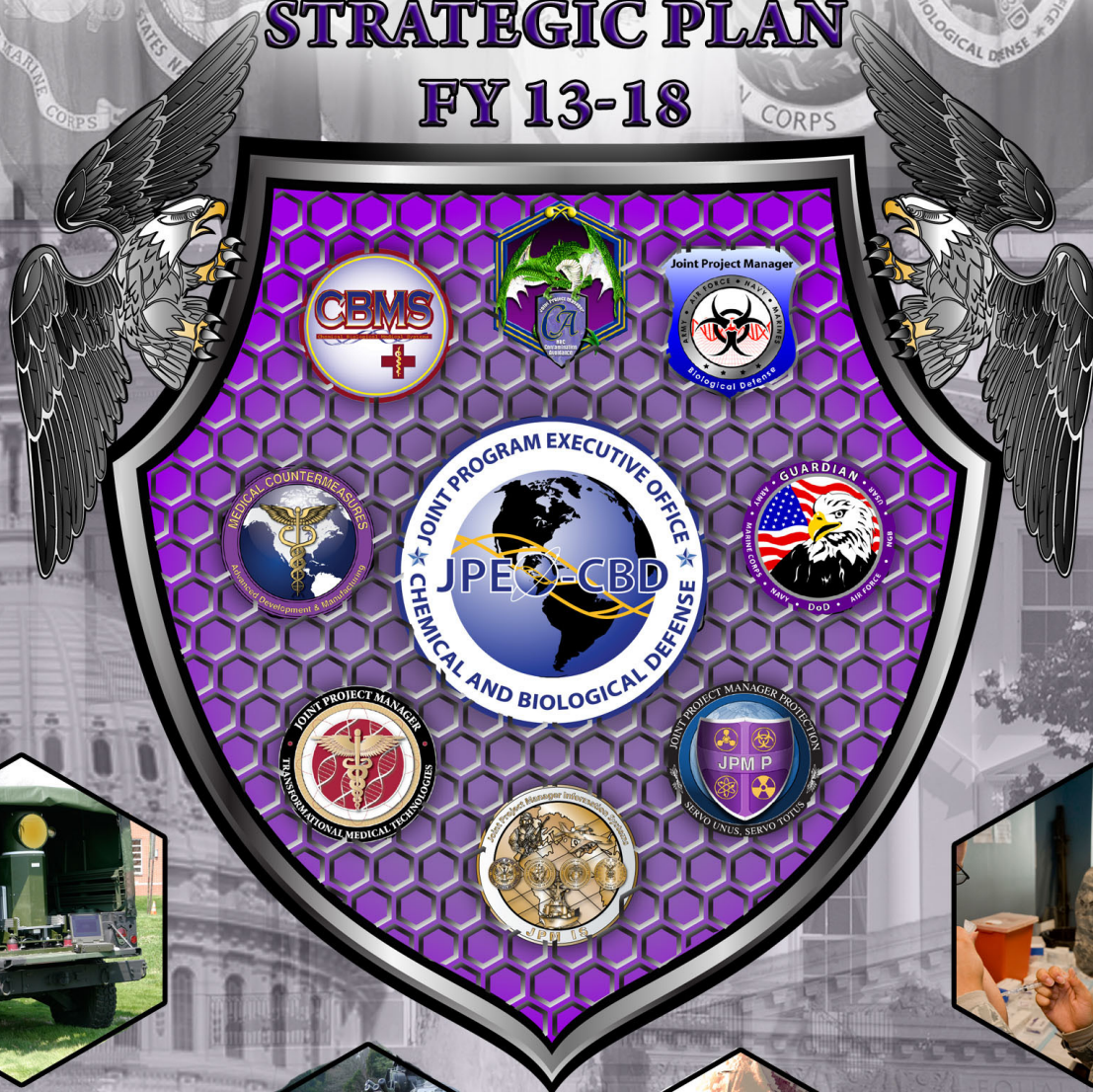


JOINT PROGRAM EXECUTIVE OFFICE FOR CHEMICAL AND BIOLOGICAL DEFENSE STRATEGIC PLAN FY 13-18



**PROVIDING AFFORDABLE
WORLD-CLASS CBRN AND FORCE PROTECTION
SOLUTIONS TO THE WHOLE OF GOVERNMENT
AND THE NATION**

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I am pleased to present the Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) FY13-18 Strategic Plan. This plan is designed as a framework and roadmap from which the JPEO-CBD informs and influences the collective efforts of over 1,000 military and civilian employees, as well as our government, industry and international partners around the world. This plan defines the JPEO-CBD's direction for fulfilling the roles and responsibilities directed by Congress, the Secretary of Defense, Chairman of the Joint Chiefs and the Secretary of the Army. The implementation of this Strategic Plan will foster and enable all members of the JPEO-CBD team to contribute toward an agile, results-oriented, and transformational acquisition enterprise.

Together we have fielded a wealth of new capabilities since our inception and our ability to provide Joint Acquisition excellence is a matter of record. We have delivered over 21 million chemical, biological, radiological, nuclear (CBRN), force protection (FP), and medical systems; however, it is not enough. The whole of Government and our Nation demand more. They require a JPEO-CBD executing a strategy providing CBRN medical, non-medical, and force protection *capabilities* not exclusively threat centric, rather collaborative, integrated solutions making our Nation the most prepared when our world is least prepared. We will work with our industry, academia, international and intra-Government partners to achieve these capabilities supporting prevention, elimination and interdiction through passive defense and consequence management mission areas. The JPEO-CBD is supporting our Warfighters, first responders, and Homeland against traditional and non-traditional threats whether they are naturally occurring such as emerging infectious disease or man-made/intentional. While we sustain and grow our support to the warfighter our strategic goal is to leverage all our expertise, skills and uniquely qualified staff to provide critical CBRN medical, non-medical, and force protection support to the whole of Government and our Nation.

Several National policy directives have driven a paradigm shift in how we as a Nation anticipate, prepare, and respond while identifying the significant overlap between the Weapons of Mass Destruction (WMD) threat to our Military and the Homeland. Within the JPEO-CBD we are undertaking several steps in order to execute national strategic priorities to include resourcing and rebalancing our medical and non-medical portfolios, executing new initiatives in direct support of national priorities, collaborating and synchronizing our efforts within the interagency and international communities, and identifying opportunities to create and leverage efficiencies within the organization. It is imperative we identify and create these efficiencies within the JPEO-CBD in order to rise to the challenge of increasing our contribution to the Nation's defense with diminished resources. As our collective responsibility, I have directed the entire JPEO-CBD to thoroughly examine our processes across the entire portfolio and seek innovative means to better manage and reduce the costs of our acquisition programs across the entire life cycle. Each one of our staff must be free to identify opportunities that create and leverage efficiencies within the organization. Our ever present task as with everyone in government is to "do more with less." We should be pleased with the JPEO-CBD's efforts to date; but we can become neither complacent nor satisfied. The threat mounts, our adversaries are determined, resources are limited yet we embrace this grave responsibility. Strategy is dynamic. I charge each member of the JPEO-CBD team to lean forward, focus, and act with the conviction of your responsibilities.

There is great difference between strategy and planning and the JPEO-CBD's resources of people, time and money are finite. In order to achieve our strategic vision we must make choices and apply resources

to achieve the critical “mass” necessary to win in the CBRN medical, non-medical and force protection environments. Leadership must define the path between competing requirements in order to develop and deliver the most critical and relevant CBRN medical, non-medical and force protection capabilities. We cannot act alone nor will we act alone; our strategic vision and mission requires we partner and lead a host of integrated efforts to thwart the entire spectrum of CBRN medical, non-medical and force protection threats. To that end, while we deliver and sustain the most effective and affordable materiel solutions to the warfighter we will execute strategic initiatives applying efficiency and affordability to strategic priorities such as Transformational Medical Technologies, Advanced Development Manufacturing for Medical Countermeasures, Bio-surveillance, Integrated Base Defense, Non-Traditional Agents, Radiological/Nuclear Defense, and Total Life Cycle Management for CBRN equipment.

The black market availability of CBRN materials, the ascendant threat of weakened or failed states, the malignancy of aberrant actions by non-state actors, and the ubiquitous availability of information and communication, all collude to threaten our way of life. To help our Nation mitigate these threats, the JPEO-CBD serves as a world-class, CBRN medical, non-medical and force protection acquisition organization that sets priorities and leverages all resources in a timely, efficient, and cost-effective manner reflective of being an exemplar of our government and citizens’ trust. The JPEO-CBD with its wealth of experience, skills and thought leaders, is centrally positioned to assist the Nation in anticipating and mitigating these threats. We will provide the most collaborative and integrated CBRN medical, non-medical and force protection capabilities to the whole-of-government and our Nation. We will facilitate and help shape the Nation’s responses to our most pressing CBRN medical, non-medical and force protection threats.

Moving forward we are continuing on a proud tradition building a national strategic asset in the JPEO-CBD. The reason for our success is our people and I am proud to represent such an outstanding organization of professionals and dedicated servants to our country.

//Signed// 1 Jun 2012

Jess A. Scarbrough
Brigadier General, USA
Joint Program Executive Officer for Chemical and Biological Defense

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Purpose: The JPEO-CBD Strategic Plan provides a directional framework for organizational and programmatic focus and conveys our strategic direction to our stakeholders. The strategic plan emphasizes the areas of strategic importance and organizational focus the JPEO-CBD needs to accomplish the mission and realize its vision. The strategic plan focuses on critical areas essential for success and is used to shape and guide what the JPEO-CBD is, what it does, why it does it. The JPEO-CBD Strategic Plan is the culmination of information gathering, clarification of mission, strategic goal setting, and future implications of present-day decisions. The strategic plan registers our commitment to continuously improve, expand our mission sets and increase our contribution to the Nation's defense. The strategic plan however, is useful only if it improves strategic thought, action, and learning as these activities are the most essential within the organization and what prompt organizational results.

As outlined in our overarching strategies, the JPEO-CBD will:

- 1) Provide optimal and affordable CBRN medical, non-medical and force protection defense capabilities for the Nation;
- 2) Apply enterprise-wide acquisition and portfolio management excellence;
- 3) Communicate the JPEO-CBD value, core strength and agility in addressing strategic national priorities;
- 4) Sustain a high performance and agile work force committed to the development of CBRN medical, non-medical and force protection on the Nation's behalf;
- 5) Support and enhance the efficiency of the JPEO-CBD and Chemical and Biological Defense Program (CBDP) infrastructure; and
- 6) Continually seek new methods to innovate, control costs, and team with industry and academia in order to broaden the JPEO-CBD's capability set and strengthen the Nation's defense.

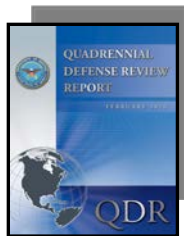
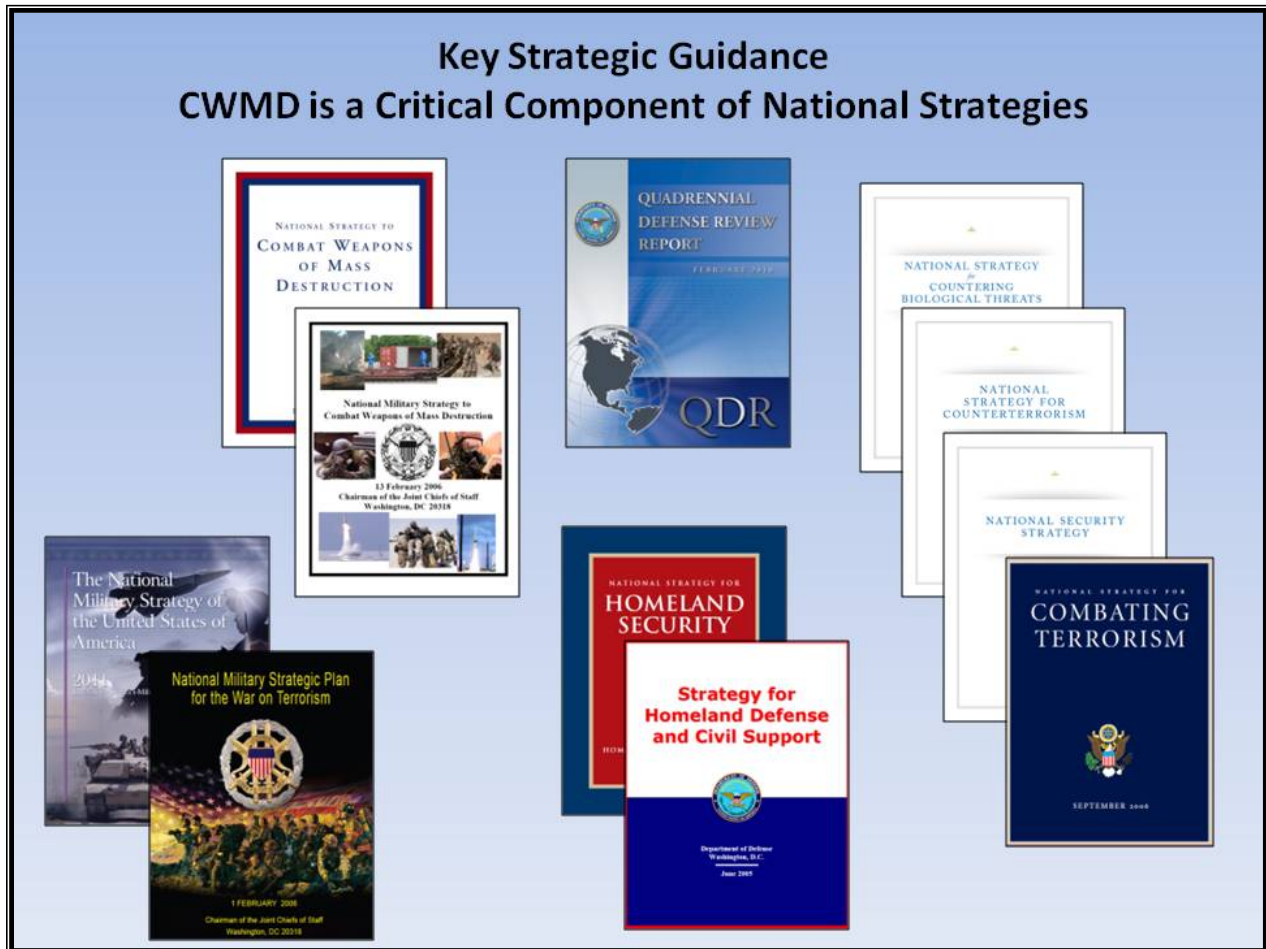
This Strategic Plan focuses on those resource investment areas (people, money, and time) essential to Chemical Biological Defense (CBD) acquisition success in protecting our Nation. Fiscal Year (FY) 2013 is the base year for this plan and it will be reviewed annually. The plan will be updated as needed to ensure the congruence of resources with the JPEO-CBD's strategic direction and will be informed by National Strategies, Army strategic imperatives, and CBDP strategic guidance. This strategy harnesses our collective insight to determine how we can best support our customers, where we will compete and how we will provide the best value to the Nation. Our implementation plan will determine how we measure our success and how we hold ourselves accountable.

Mission

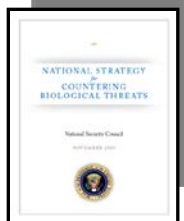
Provide Research, Development, Acquisition Fielding and Life-Cycle Support of Chemical, Biological, Radiological and Nuclear Defense Equipment, Medical Countermeasures and Installation and Force Protection Integrated Capabilities Supporting the National Strategies.

Vision

An Agile, Results-Oriented, and Transformational Acquisition Enterprise Delivering Net-Centric, Modular, Tailorable and Multi-Purpose Capabilities to the Nation.

NATIONAL POLICY DIRECTION

Recent Changes in Our Strategic Environment: The 2010 Quadrennial Defense Review established “Preventing Proliferation and Countering WMD” and “Defending the United States and Supporting Civil Authorities at Home” among the top six priority mission areas. This emphasis in the Quadrennial Defense Review (QDR) has helped shape the CBDP’s shift toward countering new emerging forms of CBRN threats and articulates Countering Weapons of Mass Destruction (CWMD) as an important part of the Nation’s defense posture.



The National Security Strategy for countering Biological Threats is a comprehensive approach to prevent or respond to the proliferation and use of biological weapons by states or non-state actors. A key element of the strategy calls for a global Biosurveillance network for timely disease surveillance of biological pathogens whether intentionally made or naturally occurring. The JPEO-CBD is uniquely positioned to leverage its enterprise capabilities toward National and departmental objectives for global Biosurveillance.

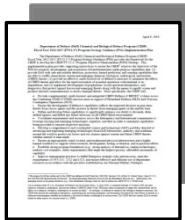


The President and Secretary of Defense provided renewed emphasis on rapidly and efficiently developing and manufacturing effective medical countermeasures against identified and emerging threats and hazards through Executive Orders, Homeland

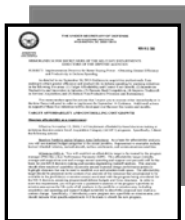
Security Presidential Directives and the National Strategy for Countering Biological threats. The JPEO-CBD will play an important part in this whole-of-government approach and must work closely with civilian government agencies such as the National Institute of Health, Center for Disease Control and Department of Homeland Security.



Pursuant to Under Secretary of Defense for Acquisition, Technology & Logistics September 14, 2010, *Implementation Directive for Better Buying Power*, we are integrating measures to ensure all of our programs are affordable and provide the best return on investment for the taxpayer. These measures include eliminating low impact but high-cost requirements, increasing competition, consolidating contracting, and improving cost estimation and management through every program's life-cycle.



The FY 2012-2016 and FY13-17 Program Strategy Guidance and Implementation Plans provided the framework for the JPEO-CBD to inform our resource strategy. These plans succinctly captured the strategic shifts within the CBDP and emphasized: 1) accomplishing priority requirements with diminishing resources, 2) consideration of new programs and enhancement of existing programs supporting the objectives of the National Strategy for Countering Biological Threats, 3) coordination and synchronization of the efforts of Department of Defense (DoD), other government agencies, international partners, academia and industry, 4) ensuring development of defensive capabilities reflecting the expected decrease in near-term threats from classic agents and the increase in threats from emerging agents in the mid/far term, 5) and the continued improvement of management practices within the CBDP.



Countering Radiological and Nuclear (RN) threats, especially within the context of special nuclear material and loose nuclear weapons targeted for US interests, have been identified in the QDR, along with emerging Chemical and Biological threats, as CWMD priorities. Currently, no single DoD acquisition agent exists, nor has one been designated, as the materiel developer for emerging RN requirements. The JPEO-CBD is pursuing, through the AAE and USD(AT&L), the designation of JPEO-CBD as the DoD life cycle acquisition manager for RN defense materiel creating consolidated Chemical, Biological, Radiological and Nuclear Defense (CBRND) acquisition management under one Joint Program Executive Office. In order to better reflect the full scope of the JPEO-CBD's responsibilities, the AAE and USD(AT&L) have endorsed designating JPEO-CBD to JPEO-CBRND and its codification through a revision of Department of Defense Directive 5160.05E, Roles and Responsibilities Associated with the Chemical and Biological Defense Program (CBDP) and a Resource Management Decision, establishing a defense-wide funding account for RN defense acquisition.

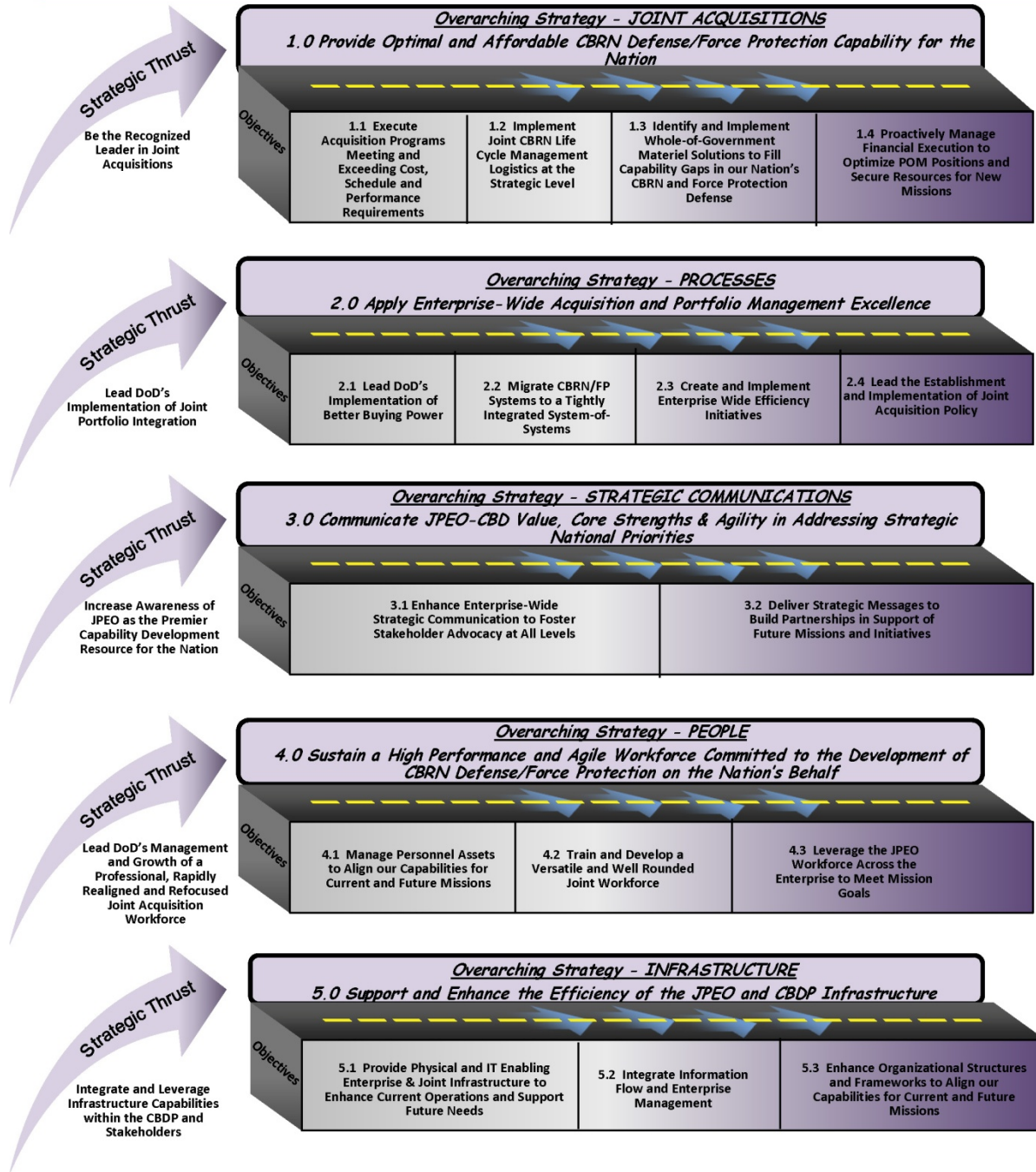
Linkage to Assistant Secretary of the Army for Acquisition, Logistics and Technology ASA(ALT) and Chemical and Biological Defense Program (CBDP) Strategic Plans

The ASA(ALT) Strategic Plan articulates a common strategic direction and message to the Army acquisition community and the priorities ASA(ALT) must focus upon to realize its vision and achieve its mission. The CBDP Strategic Plan documents and maps the direction of the CBDP allowing Enterprise component and stakeholder organizations to develop and implement supporting strategic objectives. The JPEO-CBD Strategic Plan will align with and support the goals and objectives attributable to JPEO-CBD, as outlined in the ASA(ALT) and CBDP Strategic Plans.



Mission: Provide Research, Development, Acquisition, Fielding, and Life-Cycle Support of Integrated Chemical, Biological, Radiological and Nuclear Defense Equipment, Medical Countermeasures, and Installation/Force Protection Capabilities Supporting the National Strategies

Vision: An Agile, Results-Oriented, and Transformational Acquisition Enterprise Delivering Net-Centric, Modular, Tailorable, and Multi-Purpose Capabilities to the Nation



Secure and Manage Resources (Financial, Human, Infrastructure) and Leverage Enablers (LSS/CPI/IM/IT) to Enable Achievement of the JPEO Strategic Objectives

OVERARCHING STRATEGIES (OAS)

Overarching strategies endure changes in the strategic environment and articulate the essential areas we must continuously focus upon to execute our mission and achieve our vision. They represent attributes fundamental to the execution of our mission and leverage our uniqueness in the National defense arena. The overarching strategies form the foundation for our success, enable us to leverage our resources to the fullest, and must be executed and synchronized for the organization to grow and thrive.

STRATEGIC THRUSTS AND OBJECTIVES

The JPEO-CBD Strategic Plan further refines the Overarching Strategies into Strategic Thrusts and Objectives. Strategic Thrusts are goals the JPEO-CBD senior leadership directs workforce focus and attention to in the near term. Objectives support the overarching strategies and strategic thrusts, articulate priority efforts, and represent strategic imperatives for the JPEO-CBD organization.

THE STRATEGY

Overarching Strategy

1.0 JOINT ACQUISITIONS: Provide Optimal and Affordable CBRN Medical, Non-Medical, and Force Protection Capability for the Nation: This OAS encompasses the entire life cycle of CBRN medical, non-medical, and force protection materiel and support to the Joint warfighter and Homeland defense. The JPEO-CBD is first and foremost, an advanced development organization. To maximize the overall success of the CBRN medical, non-medical, and force protection defense mission, the JPEO-CBD must rapidly transform technologies into effective, suitable and sustainable CBRN medical, non-medical, and force protection end items and place them in the hands of our customers. The JPEO-CBD will achieve this success by applying a focused systems acquisition portfolio to field the highest priority, affordable increments of military useful and logistically supportable capabilities. We must continue to leverage and expand upon the efficiencies inherent in our Joint mission to garner increased efficiencies and exceed our affordability mandates.

Strategic Thrust**BE THE RECOGNIZED LEADER IN JOINT ACQUISITIONS**

Lead innovation and transformation by strategic, forward facing vision, balanced risk, and coordinated efforts across the Enterprise and with the DoD and other CBRN medical, non-medical, and force protection defense partners. In light of limited Defense budgets, it is absolutely critical we firmly understand, vet, and if necessary, challenge requirements. Our Project Managers need to constantly evaluate cost drivers and interact with combat developers iteratively to ensure that the full cost impact of requirements is fully understood at all levels within the Joint community.

Objective**1.1 Execute Acquisition Programs Meeting and Exceeding Cost, Schedule, and Performance Requirements.**

The JPEO-CBD is first and foremost an acquisition organization. It is imperative the JPEO demonstrate excellent performance in the acquisition of products and services for the DoD and the Nation. In order to be recognized as an organization delivering the best technology and equipment to our warfighters

and the Nation at the right place at the right time and at the right cost, we must practice acquisition excellence. This includes embracing innovation, reducing life-cycle cost, achieving best-value for the Government while being good stewards of tax-payer money, making acquisition more efficient and responsive while managing risk and anticipating change, integrating technology, and adopting continuous process improvement.

Objective

1.2 Implement Joint CBRN Life Cycle Management Logistics at the Strategic Level

The JPEO-CBD Enterprise Logistics Initiative (ELI) has been formed to make sustainment business processes more efficient while maintaining readiness. Successfully implementing Joint sustainment strategies requires an understanding of the operating environment and proactively engaging all stakeholders early and throughout the acquisition process. Within the construct of the Joint Logistics Advisory Council for Chemical and Biological Defense the JPEO-CBD is exploring concepts such as a Joint CBRN Life Cycle Management Center aimed at transforming paradigms and moving from multi-Service support processes to a Joint service sustainment readiness based strategy within the CBDP. These concepts if deemed appropriate and implemented, potentially enhance the prospects of optimizing Joint Service Life Cycle Management while providing flexibility in determining long-term product support and resourcing decisions. ELI draws from the "CBDP Enterprise" of the JPEO-CBD and Joint Services in order to integrate the people, organizations, infrastructure, and processes necessary for the effective life cycle management of CBD equipment for the Warfighter. ELI attempts to establish a governance structure facilitating integrated decision making at every level optimizing people, processes and programs to deliver the most effective support at the best value. ELI targets the following "Better Buying Power" areas: affordability and cost growth; reduce non-productive processes and bureaucracy while leveraging the Services' current best practices.

The JPEO-CBD strategic goals for ELI are:

- Decreased life-cycle ownership costs without sacrificing materiel availability and readiness using management practices that:
 - Reduce Acquisition Objectives Through Joint Management
 - Maximize Inventory and Supply Chain Best Practices
 - Reduce Inventory Losses and Maximize Shelf Life
 - Reduce Logistics Footprint

Objective

1.3 Identify and Implement Whole-of-Government Materiel Solutions to Fill Capability Gaps in our Nation's CBRN Medical, Non-Medical, and Force Protection Defense

The JPEO-CBD is evolving its mission space on several fronts. Some initiatives were preceded by mandate while others are arenas in which the JPEO-CBD is seeking to capitalize on its established Joint acquisition experience coupled with the need to identify and realize efficiencies throughout DoD and the whole of government. Our success delivering the right CBRN solutions to our Warfighters is a matter of record and a more limited scope of effort would be to focus solely on the issues and problems faced by our Armed Forces. A more profound duty lies before us however, larger in scope than any previously undertaken, and involves providing and integrating effective and affordable CBRN capabilities to the Nation at large. The following programs and initiatives represent broad spectrum/balanced risk endeavors to expand our capability and our contribution within the CBRN environment. Some of these initiatives represent exploratory efforts to build a materiel development business case where programs do not currently exist. Where single Service programs currently exist, we will seek to transform them into Joint programs where appropriate. Where whole-of-government solutions are desirable, we will

seek a leadership role in their development by merging similar DoD/interagency/international investment strategies which eliminate duplication of development effort and championing collaboration and combined procurement.

The following eight mission areas represent significant potential growth areas for JPEO-CBD. The JPEO-CBD is actively pursuing these initiatives and broad spectrum/balanced risk endeavors to expand our capability and our contribution within the CBRN environment.

1.3.1 Integrated Base Defense (IBD). Integrated Base Defense requires seamless integration of existing and developmental force protection systems to allow commanders faster access to more in-depth protection and response information. The JPEO-CBD will take a holistic approach and provide an architecture integrating data from various sensors to provide a common operating picture. IBD immediately provides increased capability to the Warfighter for current operations. It stresses fully interoperable technology, increased situational awareness, reduced troop-to-task ratios, and enhanced response. The Joint Project Manager-Guardian (JPM-G), as the IBD Trail Boss, will seek to reduce operating costs (personnel and equipment) associated with disparate systems and develop an appropriate migration strategy working towards full interoperability, bridging near-term IBD, with long-term Joint Integrated Base Defense (JIBD) across the Joint domain space.



The JPEO-CBD strategic goals for IBD are:

- Establish an enterprise approach to support common capabilities across the operational spectrum using a system-of-systems engineering approach.
- Bridge near term IBD with the long term goal of Joint Integrated Base Defense across the domain space. End State: An integrated, interoperable joint solution for base defense, Continental United States (CONUS) and Outside Continental United States (OCONUS), expeditionary and fixed site facilities.

1.3.2 Medical Countermeasures. The JPEO-CBD executes a significant role in providing the DoD and the U.S. with the capability to rapidly respond to a biological attack with medical countermeasures (MCM). This response must include the ability to respond to an act of bioterrorism or an infectious disease. To this end, we are collaborating with the Department of Health and Human Services to create a National Biodefense rapid manufacturing capability. The DoD MCM encompasses three major elements: a science and technology component, a test and evaluation component, and an advanced development and manufacturing (ADM) component. Both the science and technology and the advanced development and manufacturing components will be managed by the CBDP while the test and evaluation component will be executed by the U.S. Army Medical Research and Materiel Command. During early fiscal year 2012, the JPEO-CBD plans to award a long-term contract to establish and commission this ADM capability. After commissioning, the MCM ADM will be available to the JPEO-CBD's two medical advanced development offices, the Joint Project Manager-Chemical and



Biological Medical Systems (CBMS) and the Joint Project Manager-Transformational Medical Technologies (TMT) for advanced development and manufacturing of their products.

The JPEO-CBD strategic goals for MCM are:

- Establish an agile and flexible advanced development and manufacturing capability to support the development, licensure, and production of MCM addressing the needs of our military and the Nation.
- Support and be able to implement the MCM related and separately funded Science & Technology (S&T) efforts on novel platform/expression systems for MCMs, advancement of regulatory science, and advancements in flexible manufacturing enabling technologies for MCMs.

1.3.3 Radiological and Nuclear Defense. Nuclear weapons will remain potentially existential threats to our Nation, our deployed forces, and our allies. Whether by intentional act as those posed by state actors and terrorists or by natural disaster as underscored by the Japanese Fukushima reactor incident, we must partner as a Joint DoD community with our Nation's interagency and the broader international community to address this global threat through prevention (elimination & interdiction), detection, protection, response, and recovery.



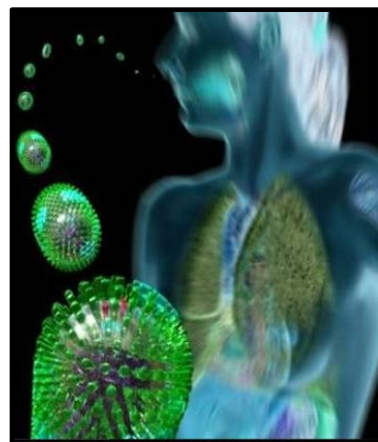
The JPEO-CBD will provide a Joint radiological and nuclear defense (RND) acquisition capability to provide materiel solutions across the DoD RND mission space and will partner with the interagency and the international community where possible to leverage each others' efforts to address national and global needs. The JPEO-CBD will also partner with the Defense Threat Reduction Agency to facilitate smooth transitions of science and technology into programs of record for future RND capabilities.

The JPEO-CBD strategic goals for Radiological/Nuclear Defense (RND) are:

- Champion a truly joint acquisition effort to provide warfighters the most effective RND systems in accordance with National Strategy. Utilize existing Service and SOCOM acquisition capabilities where possible and consolidate common RND programs to form a lean, efficient joint organization that eliminates duplication, supports Better Buying Power, is responsive to Service needs, and provides complete life-cycle support for RND capabilities.
- Achieve a "Whole-of-Government" RND approach to address the needs of DoD and the needs of the Global Nuclear Defense Architecture. Leverage interagency and international efforts and capabilities, combine common requirements and seek common solution sets in order to achieve interoperability across the larger RN community as well as achieve efficiencies and affordability through larger economic order quantities, standardized training and testing, and centralized logistics, calibration, and disposal.
- Develop and deliver integrated, layered capabilities into the hands of our warfighters, the Nation, and our allies:
 - Support the development of a strategic WMD situational awareness capability to increase RN threat awareness and warning, reduce decision timelines and enable effective interagency responses to RN threats.
 - Develop common operational pictures that merge command and control, warning and reporting, and plume modeling.

- Provide MCM for pre- and post- radiation exposure application, including licensed treatments for acute radiation syndrome.
- Acquire monitoring, search, survey and identification capabilities.
- Provide enhanced personal and tactical dosimeters to detect the location, extent, and level of radiation hazards, and provide individual and collective protection measures for our forces.
- Develop and deliver forensics capabilities in support of our interagency partners primarily in collection of samples and early assistance in the diagnostic assessment of the source with regard to the extent of contamination and risk to populations.
- Improve RN decontamination methods and systems.
- Support the Services' Major Defense Acquisition Program RN needs.
- Continue to expand the JPEO-CBD's traditional RN acquisition role from response and consequence management to include Elimination, Interdiction, Forensics and other mission areas as needed/directed.

1.3.4 Biosurveillance. Our ability to obtain early warning about the deliberate use or natural emergence of dangerous pathogens hinges upon the development of a global biosurveillance network. The role of the CBDP is to develop and integrate technologies to enable early warning, identification, and continued situational awareness of existing or potential global threats. Over the past year, the CBDP established the Joint Product Management Office – Biosurveillance and tasked it with the mission of developing and integrating biological defense technologies to enable early warning, identification, and continued situational awareness of potential global health threats. This office serves as the biosurveillance focal point to facilitate portfolio integration across the JPEO-CBD and the lead for collaboration with other DoD, interagency, and international efforts. The office also manages key DoD programs enabling biosurveillance such as the Joint Biological Agent Identification and Diagnostics Program, the Next Generation Diagnostic System, and the Critical Reagents Program.



The JPEO-CBD strategic goals for Biosurveillance are:

- **Biosurveillance Informatics.** Identify and normalize critical data sources (sensor, medical, and open source), support analysis among data fusion cells, and ensure visibility through an integrated data repository.
- **Environmental Detection & Medical Diagnostics.** Optimize and expand sensors, environmental detection, and medical diagnostics to encompass the broader threat landscape (biological threat agents, emerging infectious disease, and engineered threats)
- **Partnering and Resource Planning.** Align advanced development efforts to support a collaborative biosurveillance global footprint (e.g. Biological Threat Reduction Program, Armed Forces Health Surveillance Center)
- **Materiel & Infrastructure.** Ensure appropriate materiel solutions and interagency operations are established to support comprehensive pathogen collection, detection, identification, characterization, and sharing of timely data.
- **Coordination/Integration.** Establish and execute an agile Biosurveillance coordination function across the JPEO-CBD focused on improving responsiveness.

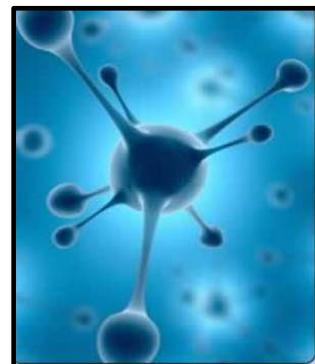
1.3.5 Diagnostics. Diagnostics is fundamental to executing the biosurveillance mission. The JPEO-CBD leads an integrated portfolio of two diagnostic system acquisition programs as well as the reagents and assays critical to their capability. The Food and Drug Administration has cleared diagnostics tests for Anthrax, Plague, Tularemia, and Avian Influenza as well as over seventy pre-emergency use authorization data packages ready for deployment upon declaration of a National emergency. The Next Generation Diagnostic System program will develop a family of systems providing improved capabilities across all operational echelons (tactical, field confirmatory, and fixed facilities) and will include enabling technologies to enhance the screening, collection and transport of clinical samples for analysis. With these three programs in our portfolio, the Chemical and Biological Defense Program is leading the DoD diagnostics effort and remains well positioned to further contribute to emerging DoD biosurveillance requirements.



The JPEO-CBD strategic goals for Diagnostics are:

- Explore the practical applications of emerging and available technologies to combine field detection and laboratory diagnostic capabilities into rugged, field-ready equipment.

1.3.6 Non-Traditional Agents. A fundamental component of countering advanced threats is addressing non-traditional agents (NTA). NTAs are chemicals and biochemicals reportedly researched or developed with potential application or intent as chemical warfare agents, but which do not fall in the category of traditional chemical warfare agents, toxic industrial chemicals, or toxic industrial materials. The JPEO-CBD program develops capabilities to counter NTAs through an integrated portfolio process focusing on the enabling science and technology, test and evaluation, and the advanced development of detection, medical countermeasures, decontamination, and individual protection products.



A national level NTA defense research, development, test, and evaluation strategy has been published to develop a research and development capability through a comprehensive interagency effort.

The JPEO-CBD strategic goals for NTAs are:

- In the near-term accelerate scientific understanding, rapidly field interim defense capabilities, and continuing ongoing NTA defense efforts.
- In the mid-term (FY13-FY16), complete scientific understanding, continue to field integrated defense capabilities, and expand efforts to emerging NTA threats.
- In the far-term (FY17 and beyond), expand NTA scientific understanding and complete fielding of defensive capabilities for emerging NTA threats.

1.3.7 Home Made Explosives Chemical Precursor Detection.

Multiple Service and Defense-wide requirements exist for the detection of homemade explosives (HME) chemical precursor detection. The JPEO-CBD has the opportunity to leverage existing chemical detection acquisition programs, maximizing efficiencies through dual purpose detection technology/capabilities. The Army Chemical School has been granted proponency for the Army and currently no Army or DoD materiel developer exists. Technology exists of sufficient maturity to transition into a MS B.



The JPEO-CBD strategic goals for HME (Chemical) are:

- Position JPEO-CBD to be the HME (Chemical) materiel developer/integrator for DoD.

1.3.8 Provide Solutions to Communicate and Share WMD Information and Intelligence Anywhere in the World

Supporting Objectives:

- Develop and deliver integrated, net-centric capabilities to detect and identify threat agents, communicate sensor information to the Global Information Grid, and then correlate and display a common operational picture to minimize the effects of CBRN attacks/incidents and enable Commanders at all levels to assess the impacts of CBRN threats/attacks/incidents.
- Develop a family of decision support tools that enable Joint Force Commanders to rapidly assess the effects of CBRN hazards on current and future operations.
- Coordinate with the Interagency on the requirements and development of these systems to facilitate a network that allows full DoD support of the Interagency when requested for CWMD missions.

Objective**1.4 Proactively Manage Financial Execution to Optimize POM Positions and Secure Resources for New Missions**

Maintain the JPEO-CBD's financial health and continued success in meeting statutory fiscal requirements. Advocate outside the JPEO-CBD to secure required resources while simultaneously acting inside the JPEO-CBD as an unbiased arbitrator to leadership by providing comprehensive financial analysis on all activities across the Enterprise. Secure JPEO-CBD's financial ability to adapt to new and emerging requirements as well as ensure critical service priorities are met. Lead resourcing activities and monitor execution of both existing programs of record and leadership driven initiatives. Move beyond financial obligation/expenditure reporting into a comprehensive financial authority that understands and reports on how the underlying fundamental attributes drive currently resourced efforts and how these fundamental attributes will drive fiscal year projected financial success. Proactively manage margin savings via Better Buying Power initiatives.

Overarching Strategy

2.0 PROCESSES: Apply Enterprise-Wide Acquisition and Portfolio Management Excellence: This OAS mandates exercising acquisition best practices and embraces transformational initiatives (contract reform, Trail Bosses, Capability Portfolio Reviews, Better Buying Power, etc.) across commodity portfolios. The JPEO-CBD will assess CBRN medical, non-medical, and force protection product investments and risk reduction activities collectively from an enterprise level, rather than as independent and unrelated initiatives. As stewards of the taxpayers' money the JPEO-CBD will ensure products exploit promising market opportunities within resource constraints and execute the advanced development to meet DoD strategic goals and objectives. Emblematic of this OAS is the JPEO-CBD's adoption of the "Trail Boss" concept. The "Trail Boss" concept focuses almost exclusively on the ability to synchronize efforts, processes and procedures across the entire JPEO-CBD Enterprise to address threats more rapidly by combining or using technologies already under development.

Strategic Thrust

LEAD DOD'S IMPLEMENTATION OF JOINT PORTFOLIO INTEGRATION

The JPEO-CBD will manage each of its investments from an enterprise portfolio level as contributing to the collective whole, rather than as independent and unrelated. By integrating this enterprise viewpoint, the JPEO-CBD will effectively (1) identify and prioritize opportunities and (2) apply available resources to potential products and investments to select and support the best mix to exploit the highest priority-or most promising-opportunities. This Joint Portfolio Integration provides the context for decision making, develops a baseline understanding of requirements driving investment, allows for proper road mapping, and provides a true rationalization of the impacts of strategic decisions. Successful implementation will ensure funds are programmed, budgeted and applied against validated prerequisites, cost, and risk-informed alternatives as opposed to saving a specific amount of the base resources or to shield an investment, procurement or sustainment endeavor. By creating and managing a balanced, integrated portfolio that maximizes the return on investments, the JPEO-CBD will move the Enterprise toward achieving its strategic goals and objectives, while providing readiness to our Nation at best value.

Objective

2.1 Lead DoD's Implementation of Better Buying Power

The JPEO-CBD will be recognized as a leader in implementing the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Better Buying Power Initiatives. These objectives will:

- Deliver the warfighting capability we need for the dollars we have;
- Get better buying power for warfighter and taxpayer;
- Restore affordability to defense goods and services;
- Improve defense industry productivity;
- Remove government impediments to leanness;
- Avoid program turbulence; and
- Maintain a vibrant and financially healthy defense industry.

Our ability to effectively implement the Better Buying Power initiatives demonstrates our commitment to providing warfighting capability at the absolute best value to the taxpayer. Additionally, the JPEO Enterprise can leverage our success with BBP to assume expanded responsibility for developing technology or equipment solutions in the future.

Objective**2.2 Migrate CBRN Medical, Non-Medical, and Force Protection Systems to a Tightly Integrated Systems-of-Systems**

Establish the ability to examine and modify investment/procurement activities; develop a baseline understanding of requirements driving investment, procurement and sustainment; reconcile requirements across the portfolio; and validate, modify, and terminate investment and/or procurement strategies upon reconciliation of requirements. Because mission needs for our products continue to evolve, and users expect an ability to adapt their systems accordingly, the JPEO-CBD must create the capability to dynamically integrate systems within our portfolio of products, with internal and external system interfaces and usage patterns and to continuously refine assurance strategies. The focus of this strategic objective is to give our customers solutions providing a set of capabilities, not a single specific product or system to meet an exact set of specifications.

Objective**2.3 Create and Implement Enterprise Wide Efficiency Initiatives**

Deploy and then maintain the Continuous Process Improvement (CPI) program throughout the JPEO-CBD. Develop an Enterprise-driven CPI program using Lean Six Sigma and other improvement methodologies and change management tools, apply subject matter expertise and conduct projects to improve the quality of our products, the effectiveness of our performance, and the efficiency of our processes. Achievement of this goal is critical to our efforts to increase productivity with limited resources in terms of funding and personnel. The JPEO-CBD must continue to be stewards of taxpayer money and, just as importantly, demonstrate these efforts to the OSD and ASA(ALT) communities.

Objective**2.4 Lead the Establishment and Implementation of Joint Acquisition Policy**

Establish and maintain a robust library of actionable, understandable and user-focused Joint procedures supporting the accomplishment and intent of strategic goals and priorities. Compilation of DoD and individual Service policies and regulations provide the Enterprise needed resources to plan and execute acquisition programs. Additionally, the JPEO-CBD must provide the expertise to synthesize or interpret the intent of these various, and sometimes conflicting, requirements to best facilitate program execution. Success in this objective will be evident through enterprise-wide compliance, as well as, product acceptance and satisfaction by the Joint Services.

Overarching Strategy**3.0 STRATEGIC COMMUNICATIONS: Communicate JPEO-CBD Value, Core Strengths, & Agility in**

Addressing Strategic National Priorities: This OAS requires the JPEO-CBD to continuously improve synchronization, communication, and transparency between the JPEO-CBD and all internal and external stakeholders and current and potential customers. Executing strategic communications will allow us to highlight our ability to meet National strategy imperatives and foster a partnering relationship with our customers. The OAS will strategically position the JPEO-CBD in different markets to help identify new customers for our products or services. Achieving this OAS enables us to translate our strategies into clear actions, to set realistic cost, and performance goals while scheduling milestones and holding managers accountable.

Strategic Thrust**INCREASE AWARENESS OF JPEO-CBD AS THE PREMIER CAPABILITY DEVELOPMENT RESOURCE FOR THE NATION**

Accomplishing this strategic thrust will involve communicating targeted messages to key internal and external audiences in an effort to improve audience awareness, relationship health, and advocacy. Strategic communications will foster an understanding of the JPEO-CBD's role in supporting the Warfighter and the Nation in addition to effectively delivering JPEO-CBD messages. Strategic messages will focus on the JPEO-CBD's role in:

- Providing the Warfighter and the Nation whole-of-government, full-spectrum CBRN medical, non-medical, and force protection with the right technology, at the right time, in the right place, and for the right cost.
- Delivering leading-edge technological capabilities and collaboration with our government, military, interagency, industry, and international partners.
- Serving the Nation as the world-class, CBRN defense, acquisition organization that sets priorities and leverages all resources in a timely, efficient, and cost-effective manner reflective of being an exemplar of our government and citizens' trust.
- Leading innovation and transformation by strategic, forward facing vision, balanced risk, and coordinated efforts across the Enterprise and with the DoD and other CBRND partners.

Objective**3.1 Enhance Enterprise-Wide Strategic Communication to Foster Key Stakeholder Advocacy at All Levels**

Implement coordinated organizational communications, both internally and externally, to develop and maintain mutually beneficial relationships with key stakeholders. Expand, enhance, and sustain JPEO-CBD relationships with key stakeholders to ensure support for the JPEO-CBD priorities and efficient, successful execution of JPEO-CBD programs. Collaborative relationships are not only valuable in the Research Development, Test and Evaluation (RDT&E) context; we need them in the Public Affairs, Congressional, Audit, and interagency worlds as well. Building advocacy for JPEO-CBD requirements, priorities and initiatives leads to appropriate resourcing to meet the CBRN medical, non-medical, and force protection defense needs and requirements of the Warfighter and the Nation.

Objective**3.2 Deliver Strategic Messages to Build Partnerships in Support of Future Missions and Initiatives**

Build awareness of JPEO-CBD's responsibilities, accomplishments, and priorities to advance its mission and the execution of its acquisition programs. Community and future stakeholder awareness of the specific JPEO-CBD role in CBRN medical, non-medical, and force protection defense for the Warfighter and Nation leads to the sensitivity necessary to protect JPEO-CBD priorities to the extent possible. This goal establishes the importance of engaging audiences who have influence on resourcing. The JPEO-CBD will communicate for strategic effect to key stakeholder audiences on priority programs and integral issues tailored to identified audiences by enhancing awareness of JPEO-CBD Acquisition Programs and initiatives through Public Affairs and media engagements, through leader engagements and publications (e.g. external audiences: press, interviews, social media, web etc). This objective expands and improves strategic partnerships by reviewing existing relationships, and determining means to augment and improve partnerships to collaborate and work in unison ensuring products, services, and capabilities are developed to meet the needs of the Warfighter and Nation.

Overarching Strategy

4.0 PEOPLE: Sustain a High Performance and Agile Workforce Committed to the Development of CBRN Medical, Non-Medical, and Force Protection on the Nation's Behalf:

Human capital is foundational to our organization. Our people will continue to be our most important asset as we confront the evolving and complex 21st century national security environment. This OAS was developed to attract, develop and retain an innovative and professional workforce trained, educated, and experienced to address existing and emerging priorities. They are current in their field of expertise and empowered to pursue professional growth. They display mutual respect, commitment and integrity. The JPEO-CBD recognizes the leadership in each staff member regardless of seniority and expects continued growth in their field of expertise. The Enterprise will engage its workforce in a variety of formal and informal and experiential learning opportunities designed to enhance both technical and professional qualifications, thus creating value and agility. The JPEO-CBD demonstrates commitment to its workforce. The quality products and services that define JPEO-CBD's reputation would not be possible without the quality and dedication of its workforce. It is the men and women, civilians, and military, of our workforce that are the source of our organizational success.

Strategic Thrust

LEAD DOD'S MANAGEMENT AND GROWTH OF A PROFESSIONAL, RAPIDLY REALIGNED AND REFOCUSED JOINT ACQUISITION WORKFORCE

Value and guide a motivated work environment that reflects the diversity of multiple military services, cultures, disciplines, and cross-generational talent from government and industry. Foster a culture which empowers the workforce and nourishes, recognizes, and rewards talent, effort and results. All employees will understand how their individual contributions enable the JPEO-CBD to execute its mission.

Objective

4.1 Manage Personnel Assets to Align our Capabilities for Current and Future Missions.

Institute internal and external temporary assignments challenging employees and provide for a sufficient growth experience while providing mutual benefit to stakeholder organizations. Proactively expand workforce capabilities by anticipating the future competency and skill set requirements needed to meet strategic objectives.

Objective

4.2 Train, and Develop a Versatile and Well Rounded Joint Workforce.

Increase workforce breadth and depth by developing employees who can adapt quickly, think on their feet, competently perform multiple duties and effectively embrace change. The JPEO-CBD will afford employees technical and professional career development opportunities and encourage collaboration, open communications, professionalism, equal opportunity and respect. An organizational mentor/mentee program will be instituted to help employees perform more effectively and will benefit the organization by: speeding up new hire training and existing employee re-assignment training, increasing knowledge sharing/retention, increased synergy and productivity and career growth/succession planning.

Objective**4.3 Leverage the JPEO-CBD Workforce across the Enterprise to Meet Mission Goals**

Gain a holistic view of the total workforce skill sets from Headquarters (HQ), Joint Project Managers (JPMs), matrixed employees and contractors. Identify the optimal workforce mix and utilize high performing personnel with the right skill sets for short term focus groups and response teams.

Overarching Strategy**5.0 INFRASTRUCTURE: Support and Enhance the Efficiency of the JPEO-CBD and CBDP Infrastructure:**

This OAS encompasses the organizational structure, management lines of responsibility and leadership throughout the Enterprise. Infrastructure supports and enables the JPEO-CBD Enterprise to meet future threats, challenges and opportunities and also includes the tools, processes and procedures to enable mission accomplishment. Our efforts supporting the Base Realignment and Closure have heralded a period of literal and figurative change within the JPEO-CBD. Personnel turnover and relocations, new facility occupation, DoD efficiency mandates, and re-organization activities represent challenges for the JPEO-CBD. We are conducting a thorough workload study, the results of which will inform future decisions directed at optimizing our internal organizational structure and processes. Within the CBDP we will also seek to prioritize investments in our test and evaluation infrastructure in order to optimize our ability to deliver world class CBRN medical, non-medical, and force protection solutions.

Strategic Thrust**INTEGRATE AND LEVERAGE INFRASTRUCTURE CAPABILITIES WITHIN THE CBDP AND STAKEHOLDERS**

Identify, provide and maintain the infrastructure the JPEO-CBD needs in order to ensure mission requirements are met. Lead, implement and be held accountable for CBDP cross-cutting initiatives for the mutual benefit of all stakeholders utilizing inclusive, cooperative and solution-oriented decision making. The term *infrastructure* refers to the entire system of facilities, equipment, and services the JPEO-CBD needs in order to function. The term *infrastructure* includes buildings and workspaces (including related utilities), process equipment (both hardware and software), support services (such as communications), and information systems.

Objective**5.1 Provide Physical and IT Enabling Enterprise & Joint Infrastructure to Enhance Current Operations and Support Future Needs**

Shape the infrastructure to ensure we have an agile set of core capabilities to execute current and future mission responsibilities. Ensure sufficient resources exist for investments, modernization, divestments, sustainment and operation of our infrastructure. Determine and manage the IT systems, facilities, and business tools needed to achieve our mission and strategic objectives and deliver products reliably, safely and securely. Maintain a productive, positive and stable work environment. Ensure protection of critical activities in areas at risk to disruption of operations.

Objective**5.2 Integrate Information Flow and Enterprise Management**

The challenge for the JPEO-CBD is to operate as a Joint organization with a requirement to interact with other military services, other government agencies, allied nations, and industry partners while remaining with the dictated structures and making use of the available efficiencies. Therefore we must ensure efficient business processes are in place and documented; establish common, compliant business architectures and standards; provide integrated, effective business information systems along with compliant and effective hardware, software, and communications solutions for the JPEO-CBD Enterprise. We must also maintain visibility on emerging requirements and challenges in the DoD and Army information system environment while working toward employing common enterprise solutions and systems.

Objective**5.3 Enhance Organizational Structures and Frameworks to Align our Capabilities for Current and Future Missions**

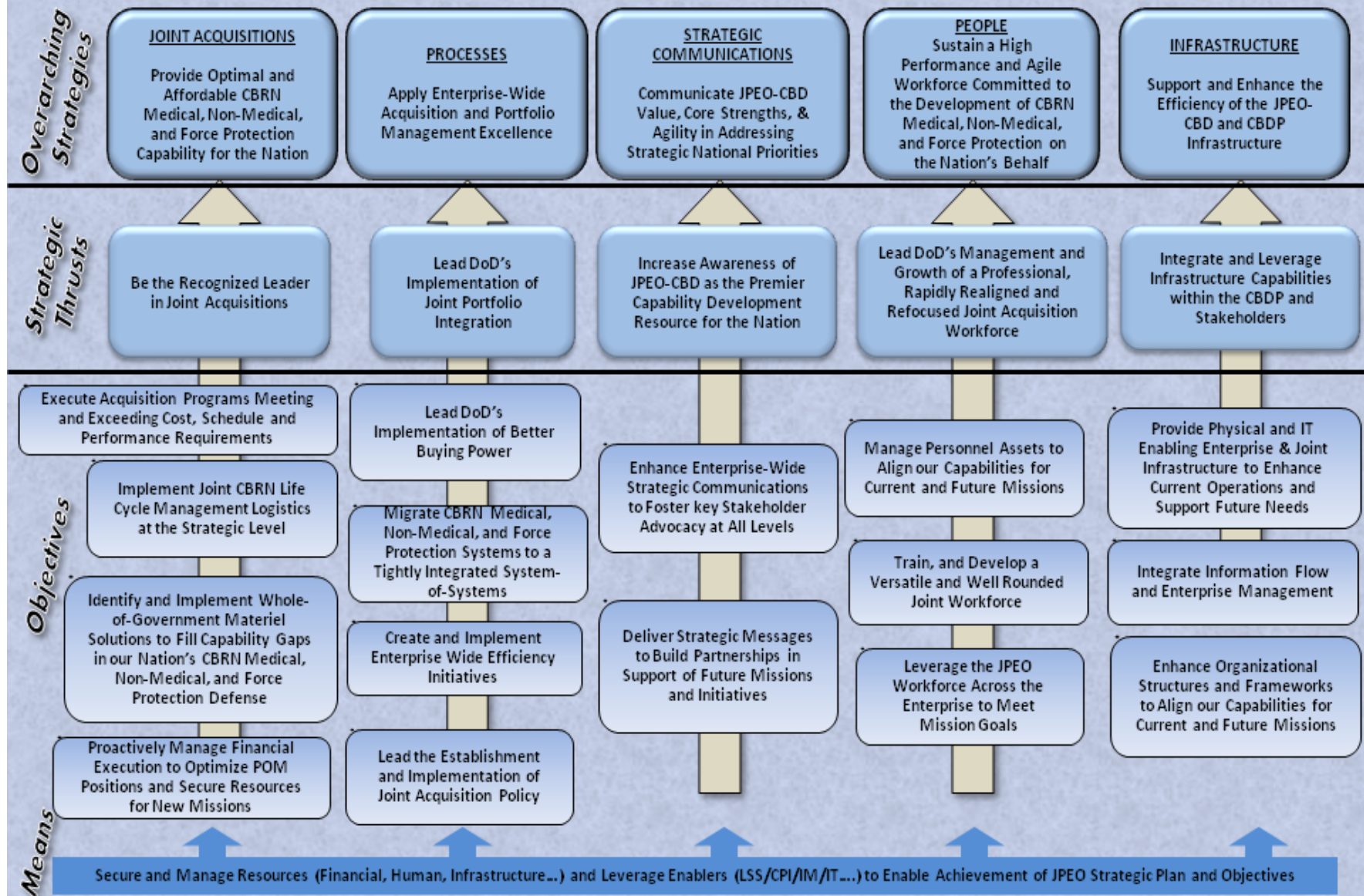
Increase the efficiency and effectiveness of our mission execution, integrate functional responsibilities across our organization (align to execute new missions), promote synchronization and integration across divisions and JPMs, ensure a consistent approach to acquiring and performing the lead role in whole-of-government solutions. Working in each area of the Acquisition process, develop and implement technology, process and partnering solutions to minimize waste and increase the ability of the JPEO-CBD to meet its strategic objectives and to accelerate its solutions to the market.

CONCLUSION

This Strategic Plan is a living document and the mutual responsibility of every staff member in the JPEO-CBD. The threats will change, grow and expose new challenges for our Nation. We will continually search and refine our efforts to provide the very best solutions to our gravest challenges. The JPEO-CBD recognizes it is easy to become enamored of concepts, developmental scenarios, future opportunities and out-year budgets. Science, research, development, and alleged transformative technologies can easily become intoxicating. At the end of the day however, at its organizational core, the JPEO-CBD understands one inimitable fact; our sole reason for existence is to protect our Nation.

Vision: An Agile, Results-Oriented, and Transformational Acquisition Enterprise Delivering Net-Centric, Modular, Tailorable, and Multi-Purpose Capabilities to the Nation

Mission: Provide Research, Development, Acquisition, Fielding, and Life-Cycle Support of Integrated Chemical, Biological, Radiological and Nuclear Defense Equipment, Medical Countermeasures, and Installation/Force Protection Capabilities Supporting the National Strategies



APPENDIX A – REFERENCES

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APPENDIX B - ACRONYMS

ADM – Advanced Development and Manufacturing	NTA – Non-Traditional Agents
ASA(ALT) – Assistant Secretary of the Army for (Acquisition, Logistics, and Technology)	O&S – Operations and Sustainment
ATL – Acquisition Technology and Logistics	OAS – Overarching Strategies
CB – Chemical/Biological	OCONUS – Outside Continental United States
CBD – Chemical Biological Defense	OSD – Office of the Secretary of Defense
CBDE – Chemical Biological Defense Equipment	OUSD(I) – Office of the Under Secretary of Defense, Intelligence
CBDP – Chemical Biological Defense Program	PPD – Presidential Policy Directive
CBRN – Chemical, Biological, Radiological, and Nuclear	QDR – Quadrennial Defense Review
CBRNE – Chemical, Biological, Radiological, and Nuclear Explosive	RDT&E – Research Development Test and Evaluation
CM – Consequence Management	ROI – Return on Investment
CONUS – Continental United States	RN – Radiological/Nuclear
COP – Common Operating Picture	S&T – Science and Technology
COTS – Commercial-Off-The-Shelf	STRATCOM – US Strategic Command
CPI – Continuous Process Improvement	T&E – Test and Evaluation
CWMD – Combating Weapons of Mass Destruction	TMTI – Transformational Medical Technology Initiative
DHS – Department of Homeland Security	TICs – Toxic Industrial Chemicals
DoD – Department of Defense	TSA – Transportation Security Administration
DTRA – Defense Threat Reduction Agency	USD(AT&L) – Under Secretary of Defense (Acquisition, Technology, and Logistics)
ELI – Enterprise Logistics Initiative	WMD – Weapons of Mass Destruction
FBI – Federal Bureau of Investigation	
FY – Fiscal Year	
HLD – Homeland Defense	
HME – Home Made Explosives	
HQ – Headquarters	
IBD – Integrated Base Defense	
IAW – In Agreement/Accordance With	
JIBD – Joint-Integrated Base Defense	
JPEO – Joint Program Executive Office/Officer	
JPEO-CBD – Joint Program Executive Office for Chemical Biological Defense	
JPMs – Joint Project Managers	
JPM-CBMS – Joint Project Manager – Chemical Biological Medical Systems	
JPM-G – Joint Project Manager – Guardian	
JPM-TMT – Joint Project Manager – Transformational Medical Technologies	
JRO – Joint Requirements Office	
MCM – Medical Countermeasure	
MCMI – Medical Countermeasure Initiative	
NCB – Nuclear Chemical Biological	